

**A**  
**STRATEGIC PLAN**  
**FOR**  
**MAINE HOMELAND SECURITY**

## TABLE OF CONTENTS

<b><i>Introduction</i></b> .....	<b>2</b>
<b><i>Strategic Vision</i></b> .....	<b>3</b>
<b><i>Diagnostic Matrix</i></b> .....	<b>4</b>
<i>Quick Reference Guide to Placement of the Objectives</i> .....	<b>5</b>
<b><i>Action Plan</i></b> .....	<b>7</b>
<b>Objective One</b> .....	<b>7</b>
<b>Objective Two</b> .....	<b>9</b>
<b>Objective Three</b> .....	<b>11</b>
<b>Objective Four</b> .....	<b>12</b>
<b>Objective Five</b> .....	<b>13</b>
<b>Objective Six</b> .....	<b>15</b>
<b>Objective Seven</b> .....	<b>16</b>
<b>Objective Eight</b> .....	<b>17</b>
<b>Objective Nine</b> .....	<b>18</b>
<b><i>Eliminated Options</i></b> .....	<b>19</b>

## Citizens of Maine:

The purpose for development of a Maine Homeland Security Strategy is to provide a common focus for resources and planning necessary to achieve a more secure environment for the citizens of Maine from the threats of terrorism. The product represented herein is the result of a four day facilitated conference wherein some 75 Maine Citizens representing all levels and branches of government, the media, professional/trade associations and concerned private citizens gathered to design a framework for ensuring Maine's security. We welcome your comments.

While important, the process is far less critical than the outcome. However, in order to put the contents of the strategy in context it is important to understand the meaning of several terms herein. More than just developing a strategic vision with supporting objectives, the process caused the participants to assess the relative importance of each objective and how that might relate to each of the other objectives. The diagnostic matrix, shown as the only graphic, is a reflection of not only the significance of each objective but where, along the continuum, the participants felt progress thus far had been made. A more detailed explanation of the matrix is given in the body of the strategy.

The intent is to move quickly to develop action plans in support of the objectives. Each objective will be led by an appropriate manager who will coordinate and lead the efforts of a team of stakeholders along a timeline as reflected in the milestones for each objective, essentially leading to the end state as articulated by the Strategic Vision by May 2005.

The solicitation of your comments is an element the participants strongly felt was essential to implementation of the strategy. The significance of your critical comments cannot be overstated and to that end we have included, as thought provokers, a listing of those options that were considered by the participants but excluded for a myriad of reasons. We ask that you provide, to the extent possible, rationale for your comments as well as a reference to the appropriate objective or the vision. To submit your comments electronically simply click on the link provided at the end of each objective, or the link at the end of the full report. If you are desirous of submitting your comments in writing please send to the below address:

Major General Joseph E. Tinkham, II  
Commissioner and Adjutant General

Department of Defense, Veterans, and Emergency Management  
ATTN: Homeland Security Comments  
33 State House Station  
Camp Keyes  
Augusta, Maine 04333-0033  
2

## **Homeland Security Strategic Vision for May, 2005**

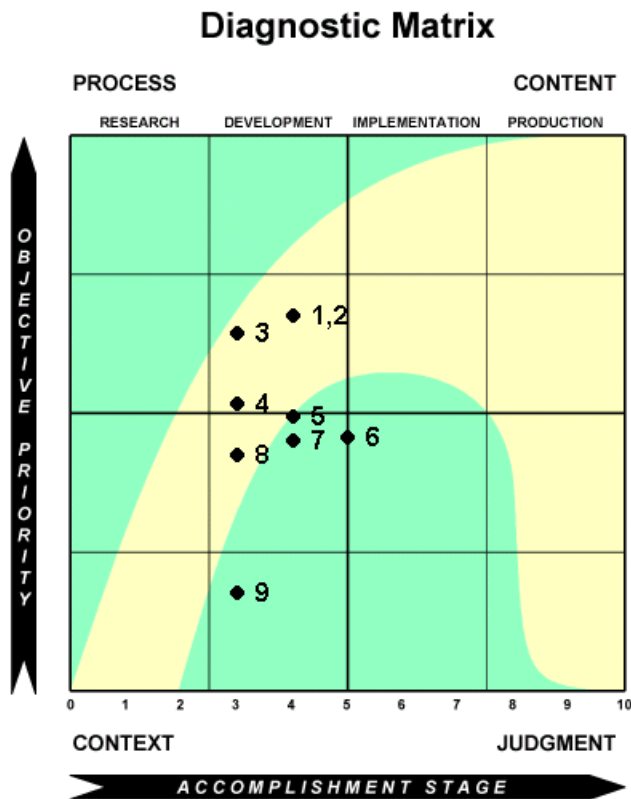
**Maine promotes and protects a way of life that is free from the fear and intimidation of terrorism. If terrorism occurs, Maine is prepared to provide immediate and effective response and recovery.**

**Our citizens and public officials are engaged, educated, trained and equipped to secure the health and safety of our communities.**

**Maine as a community shares information and intelligence, develops plans, coordinates resources and communicates at all levels. Maine citizens know their roles and the critical part they play in defending against terrorism.**

**Our homeland security efforts are effective, sustainable and minimally intrusive. These efforts respect our human, legal and constitutional rights.**

**We join the national and international community to prevent and combat terrorism and secure our homelands.**



1. Identify and Assess Threats and Vulnerabilities
2. Prepare First Responders
3. Upgrade and Integrate Communications Networks
4. Secure Our Infrastructure and Institutions
5. Strengthen Response and Recovery Capacity
6. Align Roles and Responsibilities
7. Strengthen Public Health Preparedness & Response
8. Secure Political and Financial Support
9. Inform and Engage the Public

## Requirements for Making Progress

The Diagnostic Matrix and Action Plan are management tools. They can be used to guide the activities necessary for fulfilling the new strategic vision for Homeland Security in Maine.

- The Diagnostic Matrix shows how resources are currently being applied to Homeland Security priorities. It also indicates what must be done right now, in order to make further progress.
- The Action Plan includes preliminary expectations, teams, indicators of progress, and project areas identified by participants. The project areas include a developing list of the tasks considered necessary for achieving the vision.

### **General Comments**

The Diagnostic Matrix confirms the sound judgement of those who have been working on various aspects of Maine homeland security. Uncommonly for the early stages of such a complex, massive, effort, almost all of the Objectives are on or close to the optimum path. This indicates that resources are currently being allocated surprisingly well.

Two other aspects of the Matrix deserve special attention.

1. All of the Objectives are on the left-hand side of the matrix. Being on the left-hand side is typical of brand new efforts.
2. The tight clustering of objectives reflects that it is very important to do these objectives right now.

### **Objective One - Identify and Assess Threats and Vulnerabilities**

This Objective is the "Prime Constraint." It is the bottleneck constraining progress toward achieving the overall strategic vision. As the highest priority and the constraining element, it gets first-call on resources. A consensus exists that it must be done. A plan has been developed to implement it. Presently, resources to initiate implementation are being assembled. Once resources are committed, it will be time to recruit, charter, train and organize the project implementation teams.

### **Objective Two - Prepare First Responders**

While the priority of this objective compares with that of Objective One, it is subordinate because it cannot be done effectively without the information that will come from Objective One.

5

### **Objective Three - Upgrade and Integrate Communications Networks**

This high priority objective requires that, the plan for pursuing this objective needs to be created and confirmed. Inclusiveness is the key to planning this objective effectively. Make sure that all relevant constituencies and areas of expertise are represented in the

planning process. The use of cross-functional teams will make the process more efficient.

#### **Objective Four - Secure Our Infrastructure and Institutions**

The focus for this Objective is also planning. Determine what resources and what sequence of activities will be required in order to accomplish this Objective. While a variety of projects, milestones and expectations are identified, substantial development of the plan is still required.

#### **Objective Five - Strengthen Response and Recovery Capacity**

The further progress of this objective may need to be gently restrained temporarily because it is ahead of some of the higher priority objectives and is about to move ahead of the optimum path. Do not allow work on this objective to slow the progress of higher priority objectives.

#### **Objective Six - Align Roles and Responsibilities**

Because this objective is well ahead of the optimum path, allocating substantial resources to it may be premature, unless higher priority objectives have been provided with adequate resources.

#### **Objective Seven - Strengthen Public Health Preparedness and Response**

Like the previous two objectives, it is slightly ahead of the optimum path and therefore needs to be carefully monitored to insure that work on it does not deflect resources away from higher priority Objectives.

#### **Objective Eight - Secure Political and Financial Support**

Because of its broad impact on other Objectives, this objective will need careful attention even though it is a lower priority at the moment.

#### **Objective Nine - Inform and Engage the Public**

This Objective is in the planning phase. As in Objective 8, special care needs to be taken to examine the extended ramifications of any actions taken. In spite of the desirability of fully engaging the public, it would be very unwise to push this Objective until several of the higher priority Objectives are significantly advanced and a great deal more is known and understood.

# **Action Plan for Maine Homeland Security**

## **OBJECTIVE I - Identify and Assess Threats and Vulnerabilities**

**Expected Results** Maine profiles and evaluates vulnerabilities and threats. Protocols are in place to standardize these evaluations. Safeguards can be evaluated to minimize all vulnerabilities and threats. Mechanisms to ensure ongoing review and updating are in place. A system to gather and disseminate intelligence is functioning.

**Lead**

**Team**

- Milestones**
- Project 1 - Produce a report on each community's vulnerabilities by 08/02
  - Project 2 - Develop guidelines for determining what terrorist threats are by 09/02
  - Project 3 - Develop a protocol to evaluate the threats by 10/02
  - Project 4 - Identify agencies that use background checks by 08/02

### **Project 1 - Define Targets for Terrorism**

- 4 identify what we want to protect
- 133 aggressively identify vulnerabilities
- 190 learn from past terrorism activities
- 240 study and plan for where large vulnerable crowds may assemble
- 153 track and control materials used in weapons
- 108 have every agency do audit of their systems re their vulnerability
- 145 reassess the information that is available on our web sites that might increase vulnerability

### **Project 2 - Understand the True Terrorist Threat**

- 24 develop public health surveillance system
- 83 support federal efforts relevant to identification of potential terrorists
- 45 identify the different types of terrorist threats
- 88 support web-based technologies to connect to national and international resources and intelligence
- 141 review and upgrade training to identify and recognize new possible threats

### **Project 3 - Develop System to Evaluate Reported Threats**

- 113 have seamless data system to monitor across all systems to identify patterns
- 129 create processes to engage Maine citizens to gather intelligence
- 138 be sure critical infrastructure providers are involved - Verizon, etc.
- 161 establish state-level unit to evaluate and assess intelligence

### **Project 4 - Streamline Background Screening Process**



- 213 tackle the complexities of background screening for the private sector
- 300 tackle the complexities of background screening for state licensing

**Project 5 - Provide Financial Resources to Identify and Assess Threats and Vulnerabilities**

- 16 get funding and more funding

*Send comments on Objective I to: [homeseccomments@me.ngb.army.mil](mailto:homeseccomments@me.ngb.army.mil)*

**Please Include Objective Number in Subject Line.**

**OBJECTIVE II – Prepare First Responders**

**Expected Results**

All first responders are identified, trained and equipped. Fire departments, EMA and EMS systems are modified to support the objective.

## **Results**

### **Lead**

### **Team**

- Milestones**
- Project 1 – Define first responders by 07/02
  - Project 2 – Train all first responders in 4 hour HAZMAT awareness level training and in 4 hour WMD awareness level training by 12/02
  - Project 3 – Equip every first responder with personal protective equipment (PPE) by 05/04
  - Project 4 – Identify protocol, rule and statute changes by 05/03

#### **Project 1 – Identify and Recruit First Responders**

- 140 reassess and redefine first responders - who are they? are they properly trained?
- 149 establish standardized identification system for first responders
- 186 provide statewide ID and credentialing system for first responders
- 146 develop strategies to add depth to first responders - have backups and additional
- 234 figure out how to attract personnel for EMS, law enforcement, fire and other

#### **Project 2 – Deliver Specialized Training**

- 12 educate and train first responders
- 43 improve training for first responders in area of public information
- 57 train recovery teams in event of an attack
- 400 participate in local, state, regional and national exercises
- 97 training for hospital emergency rooms personnel to respond to weapons of mass destruction (WMD)
- 125 coordinate training efforts with small communities
- 142 have clearing house for training information - post training on the web
- 202 train personnel for mobile large-scale decontamination facilities

#### **Project 3 – Provide Equipment and Resources**

- 72 integrate HAZMAT and Nuclear, Biological and Chemical assets
- 97 ensure hospital emergency rooms have capacity to respond to weapons of mass destruction
- 110 have safe data systems in medical and other areas
- 201 have ability to set up mobile medical facilities on a large scale
- 333 equip first responders
- 334 equip emergency departments to respond to weapons of mass destruction
- 335 equip for large scale mobile decontamination

9

#### **Project 4 – Modify Existing Systems**

- 51 modify existing statutes and EMS protocols
- 229 strengthen local Emergency Management Systems agencies

*Send comments on Objective II to: [homeseccomments@me.ngb.army.mil](mailto:homeseccomments@me.ngb.army.mil)*

*Please Include Objective Number in Subject Line.*

10

### **OBJECTIVE III – Upgrade and Integrate Communications Networks**

**Expected  
Results**

An integrated early warning and alert system is established. An inter-operable communications equipment and network with redundancy is established. Communications protocols are established. A system to reach all hearing and visually impaired people is established.

## **Lead**

## **Team**

- Milestones**
- Project 1 – Determine existing warning and alert systems by 09/02
  - Complete early warning alert system by 12/02
  - Project 2 – Survey existing communication systems by 11/02
  - Complete by 05/04
  - Project 3 – Identify and evaluate current protocol in place by 11/02
  - Complete by 05/04
  - Project 4 – Complete by 05/04

### **Project 1 - Develop an Early Warning and Alert System**

- 48 provide adequate alert and early warning
- 50 integrate our alert system with the federal system
- 250 create graduated alert codes

### **Project 2 - Communications Interoperability and Redundancy**

- 5 provide inter-operability of communications and equipment
- 6 provide equipment and communications redundancy
- 104 have a backup means of communicating
- 109 have Maine on one integrated, networked data base system with priority on emergency services

### **Project 3 - Establish Communications Protocol**

- 7 establish lines of communication
- 89 develop communication up-down communication protocols with federal government
- 103 develop means to inform local officials and populations of what is happening, especially in emergencies

### **Project 4 - Develop Method of Alert and Communication for Visually and Hearing Impaired**

- 169 develop communications for visually and hearing impaired people
- Send comments on Objective III to: [homeseccomments@me.ngb.army.mil](mailto:homeseccomments@me.ngb.army.mil)*

**Please Include Objective Number in Subject Line.**

## OBJECTIVE IV – Secure Our Infrastructure and Institutions

**Expected Results** Have increased security for Maine’s critical infrastructure from known terrorist threats. Borders, coastlines and food supplies are more secure.

**Lead**

**Team**

**Milestones**

- Project 1 – Identify infrastructure locations by 07/02
- Project 2 – Identify critical transportation infrastructure by 7/02
- Project 3 – Identify public buildings and institutions by 07/02
- Project 4 – Develop GIS map of borders, coastlines and affected arteries 07/02

### **Prime Initiative**

138 be sure critical infrastructure providers are involved - Verizon, etc.

### **Project 1 - Harden Public Utility Infrastructure**

18 harden our infrastructure

138 be sure critical infrastructure providers are involved - Verizon, etc.

210 have adequate resources to protect water supplies

### **Project 2 - Secure Transportation Systems**

19 secure ports and waterways

### **Project 3 - Secure Public Institutions and Buildings**

21 make public buildings and schools safe

58 secure schools

### **Project 4 - Secure Borders and Coastlines**

36 secure the borders, coastlines and ports

### **Project 5 - Protect Agriculture and Natural Resources**

35 protect agricultural assets

214 examine security of the food supply

*Send comments on Objective IV to: [homeseccomments@me.ngb.army.mil](mailto:homeseccomments@me.ngb.army.mil)*

**Please Include Objective Number in Subject Line.**

12

## OBJECTIVE V – Strengthen Response and Recovery Capacity

**Expected Results** Maine will have the capability to respond and begin recovery to a terrorist attack.

**Lead**

**Team**

**Milestones**

- Project 1 - Define evacuation districts by 12/02
- Project 2 - Have a plan to identify volunteers by 12/02
- Project 2 - Define rolls by 02/03
- Project 2 - Locate assembly points for volunteers 07/03
- Project 3 - Identify key economic groupings of institutions by 12/02
- Project 3 - Prioritize for service restoration by 09/03
- Project 4 - Categorize resources by 08/02
- Project 4 - Develop a process for collection of data by 03/03
- Project 4 - Define a process for activation by 12/03
- Project 5 – Identify potential victim groups 07/02
- Project 5 - Assess potential needs of identified groups by 03/03
- Project 5 - Develop plan to meet the need by 12/03

**Project 1 - Develop Evacuation and Other Plans for All Communities**

- 49 prepare to relocate our service centers
- 59 prepare schools to serve as evacuation centers
- 69 identify and plan evaluation routes from large centers
- 71 prepare for mass migration from other areas
- 81 review transportation system and role
- 130 develop contingency plans for coastal and island communities
- 164 involve media in evacuation planning
- 173 identify and signpost evacuation routes
- 198 pre-prepare contracts for dealing with various contingencies
- 200 have pre-determined locations for evacuees (tent cities, etc.)
- 249 develop guidelines for responding to security alerts

**Project 2 - Identify and Manage Human Resources in an Emergency**

- 8 determine what personnel resources we actually have
- 56 develop a plan to coordinate and use volunteers
- 94 start statewide logistics resource bank - personnel database
- 143 continue crisis action planning and integrate them with private security
- 148 provide clearinghouse for citizen volunteers during a crisis
- 157 have working plans for donations management and volunteer coordination
- 192 pre-clear selected individuals to deal with classified data
- 198 pre-prepare contracts for dealing with various contingencies 13
- 249 develop guidelines for responding to security alerts
- 251 Develop large incident management teams in order to provide depth and continuity

**Project 3: Prepare Institutions and Businesses to Recover from a Terrorist Attack**

- 96 develop contingency plans for all institutions - hospitals, prisons, colleges, etc.
- 99 strengthen decontamination resources for personnel
- 115 have integrated business continuity plans with manual backup
- 117 develop a skeleton or backup government to deal with terrorist attacks and assure continuity

- 123 standardize forms
- 128 make provision for securing and reestablishing economic functions in the state
- 137 establish system to systematically reestablish systems
- 198 pre-prepare contracts for dealing with various contingencies
- 209 develop contingency plans for financial community, i.e., large deposits and withdrawals
- 219 inventory existing public facilities that have self-sufficient infrastructures
- 249 develop guidelines for responding to security alerts

**Project 4: Identify and Manage Material Resources in an Emergency Situation**

- 38 stockpile essentials
- 84 maximize tools such as GIS to support homeland security
- 94 start state-wide logistics resource bank - equipment database
- 99 strengthen decontamination resources for equipment
- 118 plan for alternative delivery mechanisms of energy
- 122 establish process and standards for compatibility of hardware - high priority
- 155 develop plans to allocate scarce fuel supplies
- 163 have contingency plans for food, shelter
- 196 create private sector heavy equipment database
- 124 streamline purchasing and acquisition procedures
- 198 pre-prepare contracts for dealing with various contingencies
- 248 determine what materiel resources we actually have
- 249 develop guidelines for responding to security alerts

**Project 5: Develop Victim Assistance Programs**

- 171 provide for special need population
- 220 have contingencies for mental health and shelter
- 221 develop framework to combat panic
- 230 build contingency plans for children who lose their parents

**Project 6: Coordinate outside the State**

- 207 participate in national/international terrorism prevention efforts

**Deferred Initiatives**

- 112 have plan for not receiving outside help

*Send comments on Objective V to: [homeseccomments@me.ngb.army.mil](mailto:homeseccomments@me.ngb.army.mil)*

**Please Include Objective Number in Subject Line.**

## OBJECTIVE VI – Align Roles and Responsibilities

**Expected Results** A specific command and control structure. Statewide compatible standard operating procedures. Understanding of ongoing initiatives in adjacent states and provinces.

**Lead**

**Team**

- Milestones**
- Project 1 – Governor’s office identifies lead agency by 7/02
  - Project 2 – Prepare legislative package to standardize incident command system by 10/02
  - Project 3 – Produce a report on best practices and procedures of adjacent states and provinces by 7/03

### Project 1 - Define Roles and Responsibilities

- 1 make sure everyone understands that there should be a lead agency
- 11 identify current structures that are working
- 14 clearly define roles and responsibilities 10
- 52 develop liaisons with all departments
- 101 coordinate all agencies and individuals
- 244 make sure that existing MEMA procedures are understood

### Project 2 - Develop Compatible Operational Procedures

- 10 establish a periodic review process
- 13 implement mutual aid agreements between emergency responders
- 26 establish liaisons between public and private sector agencies
- 53 review command structure on a regular basis with reference to 9/11 type agencies
- 55 identify role for every employee of state, local and regional government
- 121 make sure that existing MEMA procedures are utilized
- 208 standard use of incident command system and clearly ID role of all agencies
- 247 develop legal authorization for public - private contracts

### Project 3 - Coordinate with Adjacent States and Provinces

- 105 coordinate federal and state jurisdictional authority re maritime issues
- 106 coordinate federal and state jurisdictional authority re municipalities, borders and ports
- 42 know what other states are doing
- 95 identify what Canada is doing

### Deferred Initiatives

- 39 liaison with private security sector

*Send comments on Objective VI to: [homesecomments@me.ngb.army.mil](mailto:homesecomments@me.ngb.army.mil)*

**Please Include Objective Number in Subject Line.**



**Expected Results** Have created fully functional health surveillance system for early detection for bio-terrorism. Health care workers are adequately trained and equipped to respond to WMD incident. Have established coordinated consequence management for WMD incidents at all levels.

**Lead**

**Team**

**Milestones**

- Project 1 – Mass casualty D-Mort team established by 08/02
- Project 2 – Equipment purchase for hospital workers prioritized by 6/02
- Project 4 – Regional EPI teams in place by 10/02
- Project 5 – Plan for receipt and delivery of CDC push package by 10/02

**Prime Initiative**

24 develop public health surveillance system

**Project 1 - Develop Procedures for Mortuary Issues**

150 develop procedures for mortuary issues  
189 be prepared to deal with large mortuary affairs  
193 provide legal authority to hold and dispose of contaminated remains  
245 expand resources for the medical examiners office to autopsy potentially contaminated or infectious bodies

**Project 2 - Educate, Train and Equip Healthcare Workers**

22 educate providers about bio-terrorism  
30 train and exercise the plan  
75 ensure that first responders and EMS have necessary protective equipment  
246 educate, train and equip health care workers and hospitals

**Project 3 - Build Public Health Capacity**

24 develop public health surveillance system  
29 have effective and appropriate legal authority to deal with public health emergencies  
73 assure a strong state public health lab for identification  
168 link and integrate public health emergency efforts with all public health efforts  
227 assure that local health offices are included in planning

**Project 4 - Enhance healthcare system response**

87 ensure adequate staff and facilities to implement quarantines as needed  
93 develop and test Maine plan for using the national pharmaceutical stockpile  
195 standardize protocols for isolation of specific populations and provide support  
218 review immunization policies

*Send comments on Objective VII to: [homeseccomments@me.ngb.army.mil](mailto:homeseccomments@me.ngb.army.mil)*

**Please Include Objective Number in Subject Line.**

**OBJECTIVE VIII – Secure Political and Financial Support**

**Expected Results** Fund HS objectives. Ensure legal authority. Political support.

**Lead**

**Team**

- Milestones**
- Project 1 - Create database with info re: available funds, income funds, deadlines and criteria for applications, protected user for funds by 6/02
  - Project 2 - Form HS legislative caucus by 1/03
  - Project 2 - Get federal legislative liaison to HS task force by 6/02
  - Project 3 - Select point of contact to coordinate HS legislation by 1/03

**Prime Initiative**

16 get funding and more funding

**Project 1 - Secure Sustainable Funding**

16 get funding and more funding  
102 have clear, consistent communication on funding and how to access it  
242 identify secondary benefits from implementing these initiatives to make them more attractive to funders

**Project 2 - Generate and Maintain Non-partisan Political Support**

27 ensure ongoing leadership commitment to this as a priority  
32 educate legislators to their roles in Augusta and in their communities  
63 form legislative delegation to homeland security task force  
236 assess legislative and budgeting process in their ability to be responsive

**Project 3 - Track and Propose Legislation to Implement Homeland Security Objectives**

119 develop new laws and policies that may be needed at all levels  
194 have ability to flag and monitor state and national legislation that impacts homeland security

*Send comments on Objective VIII to: [homeseccomments@me.ngb.army.mil](mailto:homeseccomments@me.ngb.army.mil)*

**Please Include Objective Number in Subject Line.**

**Expected Results**     A statewide plan for systematic distribution of information. Universal recognition of the spokesperson. Schedule of care activity meetings. Consistent messages for statewide alerts.

**Lead**

**Team**

- Milestones**
- Project 1 - Develop an educational curriculum with protocol for systematic updates minimally semi annually by 1/03
  - Project 2 - Appoint statewide spokesperson by 1/03
  - Project 2 - Develop a format for community meetings by 4/03
  - Project 3 – Develop a plan to enhance and coordinate the existing EAS system by 4/03
  - Project 3 - Develop protocols to uses media and mental health advisors to counter public stress in crisis situations by 4/03.

**Project 1 - Educate Our Citizens**

- 34     put together PR campaign to educate the public
- 184   partner with media to be part of the solution
- 199   encourage the public to think that everyone has a role
- 167   involve the tribes

**Project 2 - Connect with the Public**

- 23     develop system that allows you to know what's going on across the state
- 78     provide for public input
- 159   assist families in developing their own security plans
- 179   have state spokesperson to disseminate all anti-terrorism information

**Project 3 - Ease Public Anxiety**

- 37     have a ubiquitous security alert and notification system that has universal coverage
- 180   use public service announcements to help sustain alertness
- 243   develop framework to combat paranoia

***Send comments on Objective IX to: [homeseccomments@me.ngb.army.mil](mailto:homeseccomments@me.ngb.army.mil)***

***Please Include Objective Number in Subject Line.***

## Eliminated Options with Number of Votes

<u>Init.</u>	<u>Votes</u>	<u>Initiative</u>
20	45	get our priorities in order
17	32	spend our money appropriately
216	21	promote cost-effectiveness
54	20	test every action prior to implementation against respect for human, legal and constitutional rights
64	19	expand definition of mass casualty to deal with potential threats in terms of EMS
65	19	strengthen the procurement of surplus military equipment where appropriate
162	19	involve mental health community to follow up critical incidents and provide stress management
215	18	promote efficiency
225	18	work with INS to check ID's of possible illegal aliens
232	18	assist our communities and law enforcement agencies with recruiting efforts
151	17	elect a Republican administration
188	17	develop expertise in security system design and construction
197	17	plan for weather
212	17	encourage background screening for industries to prevent tampering
25	16	rapid access to public health expertise in all communities
70	16	review Y2K efforts and adapt as appropriate
100	16	provide vehicle for reporting information and events and follow up
154	16	monitor and defend our air space
158	16	develop educational units for all ages
166	16	inform the public we cannot provide absolute protection against all events
177	16	ensure messages are in all languages
61	15	develop age-sensitive curricula for teaching people how to deal with terrorism
120	15	develop backup assistance/centers for abandoned pets
126	15	regularly brief congregational delegation on what is happening in the state
139	15	ensure good coordination between veterinary and medical communities
172	15	evaluate how Maine's changing demographics may impact planning
60	14	develop emergency broadcast system that doesn't depend on radios being turned on
85	14	utilize information on transportation to allow for bypass of damaged areas
86	14	plan for security of island communities
114	14	create virtual bulletin board for dislocated people
183	14	tap state ITV system for state education
191	14	involve the religious community
80	13	organize and integrate Americorps, medical reserve corps and other volunteer programs
181	13	support increases for INS so they can keep on top of visitors, students, etc.
187	13	develop neighbor checking on neighbor programs
31	12	continually check back to our vision to make sure we are on task
98	12	divide state into compatible regions for all emergency agencies

152	12	provide for air defense
174	12	review building codes to minimize impact of terrorism
19		
211	12	have backup generators for filling stations
92	11	develop organization to get the homeland security effort off the ground
136	11	establish system of transportation check points
144	11	have institute on terrorism to provide information on all terrorist activities
	and	
		techniques worldwide
170	11	procure ADA compliance
205	11	teach public how to handle air contamination
40	10	protect our forests from acts of terror
76	10	make sure we have capability for assessing damage and getting the federal
paper		
		work done
111	10	have support services for first responders with PTSD and other areas
131	10	establish team that thinks like terrorists
206	10	have alternative means to deal with forest fires if aircraft cannot fly
233	10	recruit high school seniors to join police and other agencies
9	9	implement standard ways of doing business
77	9	engage business community especially against cyber-terrorism
91	9	systematically inventory of everything going on to support homeland
security and		
		match to an ideal management system
182	9	scan all public buildings for use by first responders (3-D)
217	9	consider homeland security week or month with appropriate activities to
promote		
		public awareness
156	8	serve lobster at all homeland security meetings
160	8	monitor air quality
33	7	develop liaison with seasonal tourist industry
44	7	create plan for dealing with a dirty bomb in Boston
79	7	lessen infrastructure interdependencies
90	7	use entrepreneurial techniques to start systemic approach to homeland
security		
228	7	make contingency plans that include students and out of state students
235	7	insure that private property owners are included in shoreline security plans
47	6	modify existing statutes and EMS protocols
62	6	involve the academic community
66	6	provide for the physical and behavioral health of Maine citizens
116	6	communicate difference between random acts and terrorism
165	6	equip large buildings with air filtration systems
223	6	encourage those to whom we report to encourage us to do what we are
doing and		
		provide resources
239	6	promote peace and justice in the Middle East and everywhere else
41	5	prepare the courts
46	5	don't reinvent the wheel
178	5	involve private R&D companies
127	4	make provision to protect federal infrastructure - radar sites, etc.
135	4	provide action response plans for state parks

175	4	consider aesthetic issues in developing anti-terrorism devices such as
barricades		
238	4	pay close attention to world affairs
74	3	provide efficient system for accessing public health capability
82	3	look at role of large ferries in emergencies
20		
147	3	develop contingency plans for hospitality industry to deal with business
travelers		
176	3	increase support for inter-cultural programs
185	3	deal with looting and other criminal behavior
203	3	figure out how to educate transients and seasonal visitors
231	3	include owners of private aircraft in our planning
241	3	make a concerted effort to have citizens engage in world affairs, internally
and		
		externally

*Send General Comments to: [homeseccomments@me.ngb.army.mil](mailto:homeseccomments@me.ngb.army.mil)*

*Please State "General Comments" in Subject Line.*